

To: Carrie Pourvahidi

From: Mark Ashley

Date: March 11, 2010

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Subject: Review of PMT Progress Report Format and Contents

MEMORANDUM

We have completed a review of the Project Management Team (PMT) CA HSRA Program Progress Report for the months of December 2009 and January 2010. This memo presents our comments and recommendations.

Overview

The executive summary is far too long and needs to be revised to focus only on key highlights of program status and not on issues relating to PMT and Regional Consultant (RC) scope and budget. The executive summary should include a concise roll-up of the schedule include base and current timelines and progress for the major program milestones only. An Earned Value Analysis chart should also be included.

The main body of the report also contains too much detail about PMT and RC scope and budget issues and only reports progress in terms of dollars expended against budget. Progress needs to be measured by physical work product / deliverables against plan (earned value). There are too many tables dealing with PMT and RC expenditures. A Gandt style schedule with baseline and progress rolled up to major milestones should be included that covers all sections and the program as a whole.

A suggested outline for the revised report is included following the comments and recommendations.

Comments

Executive Summary Section (January 2010):

1. The body of the Executive Summary is twenty pages and the schedule at the end is another twelve pages. This is far too long and detailed for executive-level review. This section of the progress report should be limited to three to five pages.
2. The Executive Summary should be carefully proofed prior to publication (ie. typo in the first paragraph of the "Highlights and Issues" section).
3. The heading for the Issues and Impacts table could be reworded.
4. The Issues and Impacts table is an improvement over the prior report but it is still too detailed for the Executive Summary. Issues and impacts discussion should be at an

executive level dealing only with threats that could have significant impacts on the overall program. If such a table is used, it should include a column for “Recommended Resolution/Remedies.”

5. The issues listed from the Regional Consultants reports should generally be removed from the Executive Summary and perhaps from the entire Report. This goes on for nearly six pages. The discussions about out-of-scope work and need for additional budget are not appropriate here.
6. Section 2, “Hours, Costs and Progress,” is way too detailed. Executive reviewers are more likely to be concerned about the status of overall program capital costs and schedule, particularly for Phase 1. Figure 1 alone provides sufficient detail but should include a line for Earned Value.
7. In Section 2a, the wording for AECOM (Merced-Fresno) is confusing and conflicts with the AECOM (Merced – Sacramento) statement below.
8. Section 3, “Progress and Accomplishments by Task,” is too detailed for the Executive Summary and would probably be sufficient for the Report itself.
9. The schedule attachment is nice but probably too long for executive review. The one-page matrix that the PMT is currently developing is a better approach.
10. Section 1, “Highlights and Issues,” first paragraph indicates that the overall program is 11% behind but the progress bars on the schedule appear to indicate that it is closer to being one schedule with the possible exception of San Jose to Merced.

Progress Report Section (January 2010):

1. Section 1, “Highlights and Issues,” dwells too much on the PMT budget without any true measure of progress versus expenditures to date.
2. Figure 1 should include a line for earned value with variances shown for budget and schedule.
3. The “Review of significant departures from planned task spending” is out of place located between “Dollars Spent” and “Hours Worked.” This discussion would be more appropriate following Section 3, “Progress and Accomplishments by Task.”
4. Section 2c, “Progress of work and comparison to hours billed,” is misleading because the progress is simply based on how much of the budget has been spent versus what was planned to date. There is no connection to the progress in terms of work product or deliverables.
5. Section 3, “Progress and Accomplishments by Task,” should include an explanation of how much this work is ahead or behind the AWP work plan. An Earned Value versus Expended to Date by Task would be helpful here.

6. The schedule at the end of the Progress Report is actually less detailed than the one included at the end of the Executive Summary. It does not include the “Preliminary Engineering and EIR/EIS Teams” part.

Recommendations

It is recommended that both parts of the Progress Report undergo major revisions to better serve the needs of executive management and the Board. We have prepared the attached outline that indicates our suggestions for the revised report.

California High-Speed Rail Program
REVISED - Monthly Progress Report
April 2010

Executive Summary

I. Introduction

One to three paragraphs that summarize the contents of the report and highlights of the executive summary.

II. Program Status Overview

Brief discussion of key points regarding the following topics (use bullets)

- Capital Budget Status
- Schedule Status (including ARRA timelines)
Include Table 1 – New Schedule Matrix being developed by the PMT
- Significant Challenges and Risks / Resolution/Remedies

III. Project Development and Support (PMT and Regional Consultant Services)

Brief discussion of key points regarding the following topics (use bullets)

- Program Management
- Engineering Management
- Environmental Management
- Section Engineering, Environmental and Right-of-Way (by Section)
- Railroad Operations, Planning, Ridership and Revenue Forecasting
- Construction and Procurement Documents

California High-Speed Rail Program
REVISED - Monthly Progress Report
April 2010

I. Introduction

One to three paragraphs that summarize the contents of the report.

II. Program Status Overview

A. Capital Budget Status

Discussion of potential variances in the capital budget versus the December 2009 Business Plan. Include proposed resolution/remedies.

B. Schedule Status

1. Overall Program Schedule (Focus on Phase 1)

Include Table 1 – New Schedule Matrix being developed by the PMT

2. ARRA Milestone Compliance

3. Impacts and Remedies

C. Significant Challenges and Risks, Proposed Resolution/Remedies

1. Engineering

2. Environmental

3. Right-of-Way

4. Partner and Stakeholder Issues

III. Project Development and Support (PMT and Regional Consultant Services)

A. Program Management

1. Accomplishments this Period

2. 3-Month Outlook

3. Budget & Schedule Status

Include an Earned Value 3-Line Graph for the entire Project Development Team with explanation. Discuss reasons for variances

4. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable, Original Submittal Date, Current Submittal Date, % Complete, Comments.

5. Technical Challenges/Issues/Decisions Needed

B. Engineering Management

1. Accomplishments this Period

2. 3-Month Outlook

3. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation. Discuss reasons for variances

4. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable, Original Submittal Date, Current Submittal Date, % Complete, Comments.

5. Technical Challenges/Issues/Decisions Needed

C. Environmental Management

1. Accomplishments this Period

2. 3-Month Outlook

3. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation. Discuss reasons for variances

4. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable, Original Submittal Date, Current Submittal Date, % Complete, Comments.

5. Technical Challenges/Issues/Decisions Needed

D. Section Engineering, Environmental and Right-of-Way

1. San Francisco to San Jose

a. Accomplishments this Period

b. 3-Month Outlook

c. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation.
Discuss reasons for variances

d. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable,
Original Submittal Date, Current Submittal Date, % Complete,
Comments.

e. Technical Challenges/Issues/Decisions Needed

2. San Jose to Merced

a. Accomplishments this Period

b. 3-Month Outlook

c. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation.
Discuss reasons for variances

d. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable,
Original Submittal Date, Current Submittal Date, % Complete,
Comments.

e. Technical Challenges/Issues/Decisions Needed

3. Merced to Fresno

a. Accomplishments this Period

b. 3-Month Outlook

c. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation.
Discuss reasons for variances

d. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable,
Original Submittal Date, Current Submittal Date, % Complete,
Comments.

e. Technical Challenges/Issues/Decisions Needed

4. Fresno to Bakersfield
 - a. Accomplishments this Period
 - b. 3-Month Outlook
 - c. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation.
Discuss reasons for variances
 - d. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable,
Original Submittal Date, Current Submittal Date, % Complete,
Comments.
 - e. Technical Challenges/Issues/Decisions Needed
5. Bakersfield to Palmdale
 - a. Accomplishments this Period
 - b. 3-Month Outlook
 - c. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation.
Discuss reasons for variances
 - d. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable,
Original Submittal Date, Current Submittal Date, % Complete,
Comments.
 - e. Technical Challenges/Issues/Decisions Needed
6. Palmdale to Los Angeles
 - a. Accomplishments this Period
 - b. 3-Month Outlook
 - c. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation.
Discuss reasons for variances
 - d. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable, Original Submittal Date, Current Submittal Date, % Complete, Comments.

- e. Technical Challenges/Issues/Decisions Needed

7. Los Angeles to Anaheim

- a. Accomplishments this Period
- b. 3-Month Outlook
- c. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation.
Discuss reasons for variances

- d. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable, Original Submittal Date, Current Submittal Date, % Complete, Comments.

- e. Technical Challenges/Issues/Decisions Needed

8. Sacramento to Merced

- a. Accomplishments this Period
- b. 3-Month Outlook
- c. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation.
Discuss reasons for variances

- d. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable, Original Submittal Date, Current Submittal Date, % Complete, Comments.

- e. Technical Challenges/Issues/Decisions Needed

9. Los Angeles to San Diego

- a. Accomplishments this Period
- b. 3-Month Outlook

c. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation.
Discuss reasons for variances

d. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable,
Original Submittal Date, Current Submittal Date, % Complete,
Comments.

e. Technical Challenges/Issues/Decisions Needed

10. Altamont Corridor

a. Accomplishments this Period

b. 3-Month Outlook

c. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation.
Discuss reasons for variances

d. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable,
Original Submittal Date, Current Submittal Date, % Complete,
Comments.

e. Technical Challenges/Issues/Decisions Needed

D. Rail Road Operations, Planning Ridership and Revenue Forecasting

a. Accomplishments this Period

b. 3-Month Outlook

c. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation.
Discuss reasons for variances

d. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable,
Original Submittal Date, Current Submittal Date, % Complete,
Comments.

e. Technical Challenges/Issues/Decisions Needed

E. Construction and Procurement Documents

a. Accomplishments this Period

b. 3-Month Outlook

c. Budget & Schedule Status

Include an Earned Value 3-Line Graph with explanation.
Discuss reasons for variances

d. Status of Major Deliverables

Include a table with columns for WBS Code, Deliverable,
Original Submittal Date, Current Submittal Date, % Complete,
Comments.

e. Technical Challenges/Issues/Decisions Needed

APPENDIX A - Schedule

Attach a Gandt chart schedule for the Project Development Services above. Roll up to major activities/deliverables/milestones.